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## Learning Point Group

Learning Point is a full-service consulting firm that focuses on leadership, team, and organizational development. We are based in the Pacific Northwest and do work around the world. Our purpose is to enhance your success by helping you build commitment, competence, and collaboration in your workforce. You provide the leadership. We provide the tools, training, and roadmaps. Together we create success. And we help you measure that success every step of the way.

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Most organizations are not brief on leadership training. They are brief on habits change.

I have lost count of the number of leaders have said some version of this to me:

"We sent 200 managers through that leadership workshop last year, and if I am truthful, not much altered. People liked it. They took the notebooks. Then everyone went back to their calendars."

If that sounds familiar, you are not alone. The issue is rarely a lack of great material. The issue is the gap in between intent and effect. Leaders have the right intents after a course. The real test comes three months later, sitting in a tense team conference or a hard one-to-one. Do they really act differently?

That is where leadership development lives or dies.

This article focuses on that gap: how to develop leadership training, leadership workshops, and leadership team coaching that really changes how people lead throughout the company, not simply what they state about leadership in evaluations.

## Why most leadership training evaporates

The typical pattern is simple to acknowledge. A company selects a highly regarded service provider, runs a few highly produced workshops, collects radiant feedback types, and after that silently discovers that daily leadership feels the same.

There are a few repeating reasons.

First, leadership training frequently sits too far away from real work. Supervisors hear generic frameworks however rarely practice them versus the gnarly problems currently on their [leadership team coaching](#) plates: the peer they can not affect, the tough performance discussion, the technique no one seems to understand.

Second, the remainder of the system does not support the modification. You teach supervisors coaching abilities, but their KPIs still reward only short-term output. You show them how to hand over, but they stay buried in 12 back-to-back

operational meetings a day. Intent crashes into context.

Third, absolutely nothing is made recyclable. Participants might like the exercises in the workshop, then go out with a slide deck and no simple leadership tools they can pick up the extremely next early morning with their teams. They bear in mind that something about "mental safety" seemed important. They can not remember a particular concern to ask in their next team check-in.

Finally, leaders do not see their own bosses doing anything different. If senior leaders attend the workshop as a symbolic gesture however keep running meetings in the old design, everyone gets the real message: this is a one-off event, not a brand-new standard.

The fix is not more training. The fix is training that ends up being habit, supported by leadership team coaching, practical leadership tools, and a clear expectation that the new habits are not optional.

## Thinking like a behavior architect, not a course designer

When leadership development sticks, it generally has less to do with the brilliance of the slides and more to do with the design of the environment around the leaders.

You want to believe like a habits designer. That indicates asking questions such as:

What precisely should a supervisor do differently, minute by minute, after this workshop?

Where in their existing routines can these behaviors live?

What will advise them, push them, and reward them when they get it right?

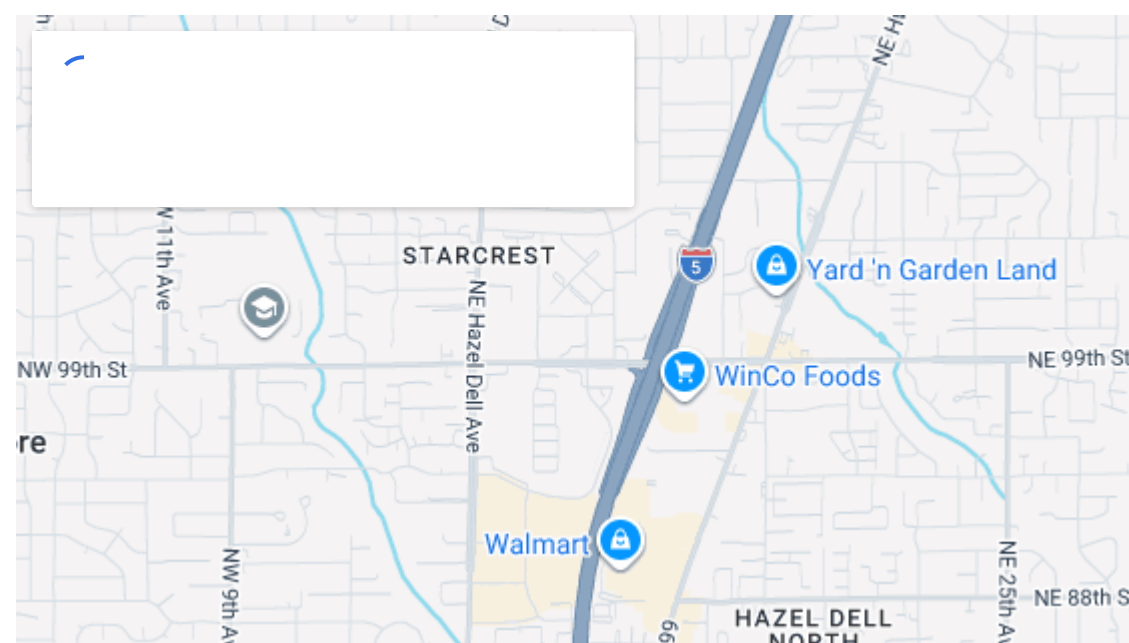
A basic test I utilize with clients: if you can not complete the sentence, "After this program, our leaders will now do X weekly," the design is not yet sharp enough. "Be more strategic" or "interact better" does not count. It should be something you might almost film with a camera.

Here are examples that pass this test:

They will hold a 25-minute weekly one-to-one using a shared agenda that covers work, obstructions, and development.

They will start every significant meeting by stating the decision they are here to move forward.

They will ask at least one open coaching concern before providing suggestions to a direct report.



When leadership training gets anchored to day-to-day practices like these, your odds of real change jump dramatically.

## Make leadership workshops about real circumstances, not theoretical ones

If you have ever sat in a leadership workshop role-playing a "difficult conversation" with an imaginary character called Alex, you know how synthetic it can feel. Individuals keep back. They are acting, not deciding.

The most efficient leadership workshops I have run or observed do something various: they ask participants to bring in live material from their actual leadership challenges.

That may be:

An existing conflict between two team members

A cross-functional project that is stuck

A direct report whose efficiency is sliding

A method that individuals nod at however do not execute

Instead of case research studies from another company, individuals dissect their own reality. They try out brand-new leadership tools against these genuine cases, then decide what to do when they return to the office.

There is a compromise here. Dealing with real scenarios can feel exposing. It requires psychological security and strong facilitation. But that pain is often where the learning gets real. Leaders find that these tools do not just look excellent on slides, they either help with today's mess or they do not.

## Leadership tools that survive Monday morning

The expression "leadership tools" can sound abstract, but what you are in fact looking for are easy, repeatable structures that fit inside existing rhythms.

Think less about huge structures, more about small practices covered in a format people can reuse with little effort. If you create those tools well, they will start to spread out informally. Individuals ask, "What was that template you utilized because conference?" or "Can you share that one-on-one structure you showed me?"

Here are four core leadership tools worth standardizing throughout a company:

1. A common one-to-one template
2. A basic choice log
3. A team clarity canvas
4. A feedback script

That is our first list; we will enter into each, then later develop a second short checklist.

### 1. The one-to-one that managers and employees both value

Weekly or bi-weekly one-to-ones are the backbone of leadership. Yet numerous managers treat them as optional or unclear "catch-ups" that wander into status updates.

In leadership training, I like to hand individuals a really plain one-to-one program design template that runs something like:

What is leading of mind for you this week?

What is working out that we need to continue?

Where are you stuck or blocked, and how can I help?

What are you learning, and where do you want to grow?

Anything we ought to change about how we work together?

Then we practice using it on real concerns, not simply theory. I encourage managers to share the structure with their direct reports ahead of time and co-own the agenda. In time, this simple tool trains both individuals to think not just about jobs however also about development and collaboration.

The secret is not the precise wording. It is the predictability. When individuals understand that this area exists and has a clear purpose, trust and efficiency both rise.

## 2. A decision log that tames the chaos

One of the quiet killers of execution is fuzzy decisions. People leave conferences unsure what was chosen, who owns it, and how to revisit it later on. Busy companies generate decisions like confetti then immediately forget them.

A choice log is brutally easy. It can be a shared spreadsheet or a page in your partnership tool with columns:

Decision

Date



Owner

Stakeholders

Rationale

Review date

During leadership team coaching sessions, I in some cases ask leaders to reconstruct the last five major choices they made and position them in a choice log. It is frequently an unpleasant workout. They recognize the number of decisions drift around in inboxes and memory, without any shared trace.

Once you embed a decision log into leadership regimens, your training about "clarity" and "responsibility" gains teeth.

## 3. A team clarity canvas

When teams get stuck, the root cause is typically ambiguity. Who owns what, why we exist, which work genuinely matters. You can spend a great deal of time on abstract culture work, or you can give leaders an extremely useful leadership tool to surface area and lower that ambiguity.

Think of a one-page canvas with boxes such as:

Purpose: Why does this team exist?

Concerns: What are our top three top priorities this quarter?

Principles: What are our agreed ways of working?

Plays: What are the 3 to 5 repeating activities that define our work?

Individuals: Who owns which outcomes?

In a workshop, leaders fill this out for their own team, then compare. It typically triggers important discomfort: "We do not agree on our leading 3 concerns," or "No one seems to own this outcome."

The appeal of a canvas like this is that it can take a trip. Leaders can take it to their teams, refine it together, and review it each quarter. That is when leadership development begins to show up in performance.

#### **4. A feedback script for difficult moments**

Many leaders know they should give more direct, timely feedback. They do not since they fear destructive relationships or beginning dispute they can not manage.

An easy feedback script gets rid of a few of the psychological friction. You may teach them a format along these lines:

Describe the behavior factually.

Share the impact on you, the team, or the work.

Invite their perspective.

Concur next steps.

Then you spend actual time practicing. Not pretending to be Alex from the case study, but using actual scenarios leaders are sitting on, with genuine feelings attached.

Without practice, feedback models stay in notebooks. With repetition and coaching, they become a natural pattern of speech.

### **Leadership team coaching: where culture in fact shifts**

Individual workshops are useful, but the real culture shapers in any organization are the leadership teams. How they behave together sets the weather condition for everybody else.

Leadership team coaching is not just group training. It is ongoing deal with a genuine team, in the context of genuine service cycles, objectives, and stress. It blends assistance, challenge, and ability building.

Here is what differentiates impactful leadership team coaching from a series of team-building activities:

First, it uses live business decisions as the training ground. When a leadership team disputes where to cut expenses or how to manage a stopping working product line, they are revealing their true practices. An experienced coach assists them see those patterns in the moment, try out brand-new ones, and then reflect.

Second, it takes notice of the "space behind the room." Every leadership team has unmentioned arrangements and resentments. Possibly operations and sales avoid specific subjects. Perhaps the CEO controls airtime. Leadership development at this level becomes less about tools and more about guts and trust.

Third, it connects straight to how they waterfall behavior. You do not want a leadership team that acts one method their off-site, then goes back to old practices in front of their people. In coaching, you clearly ask, "What will your teams see in a different way from you this month?" and after that check back.

When you combine strong leadership workshops for wider populations with deep leadership team coaching at the top, you start to get alignment. Language and tools match between levels. Senior leaders design what supervisors are being taught.



## Designing leadership training as a series of experiments

Another shift that makes leadership training stick is moving from event-based programs to an experimentation mindset. Instead of a two-day workshop that tries to cover whatever, think in cycles. For example, a 90-day leadership sprint where leaders:



Attend a concentrated workshop on a few core leadership tools.

Pick 2 or three specific behaviors they will test in their teams.

Get lightweight coaching, peer support, or nudges throughout the cycle.

Go back to a reflection session to share results, change, and choose the next experiments.

You can still call this leadership training, but participants experience it really in a different way. They see it as part of their work, not a break from it.

Experiments also lower the fear of "getting it wrong." A leader might state, "For the next 4 weeks, I am going to try this new format for our Monday team conference. At the end, we will choose what to keep." That transparency reduces resistance and invites co-creation.

The examination changes too. Rather of asking just, "Did you like the workshop?", you ask, "What did you try? What occurred? What would you do in a different way next time?" That is the language of practice, not consumption.

# A practical pre-training checklist for real impact

If you are planning a new wave of leadership development, here is a simple list to use before you sign contracts or book spaces:

1. Can we articulate 3 to 5 concrete behaviors we expect to alter, in language you could film with a video camera?
2. Have we determined where these behaviors will live in existing regimens, meetings, and rituals?
3. Will individuals leave with a small set of recyclable leadership tools they can apply the next day?
4. Are senior leaders noticeably devoted to using the very same tools and language?
5. Have we planned at least one follow-up touchpoint within 6 to 8 weeks to support application?

That is our second and final list. Each item looks nearly minor on its own. Avoiding any of them, specifically the last 2, is where most programs begin to leakage impact.

## How to spread out leadership tools across the organization

Getting a group of 30 managers to adopt new leadership tools is one thing. Spreading them across hundreds or countless individuals is another.

Here are a few patterns that help.

Treat early cohorts as co-designers, not just individuals. After the first leadership workshops, ask which tools they really utilized, what they adjusted, and what failed. Fine-tune the toolkit before you scale.

Make the tools visible in shared systems. Put one-to-one design templates, decision logs, and canvases into your intranet, cooperation platforms, or HRIS, rather of hiding them in training folders. When somebody signs up with mid-cycle, they need to quickly find "how we do leadership here."

Ask senior leaders to pick a little number of noticeable habits they will design consistently. For instance, beginning every significant conference by naming the preferred decision, or using the exact same feedback script after huge discussions. People discover faster by seeing than by reading.

Work with HR and operations to line up rewards and processes. If you teach supervisors to prioritize development conversations but your efficiency system neglects growth and only tracks numeric outcomes, they will feel dragged back into old habits.

Over-communicate success stories. When a team utilizes the new tools to untangle a conflict or speed up a job, share the story. Not as propaganda, but as a concrete example of what "good leadership" appears like here.

Over time, the mix of clear expectations, shared tools, and visible modeling turns leadership development from an occasional project into a peaceful, continuous shift in how people work.

## Measuring what matters, not just what is easy to count

The temptation with leadership training is to measure what is closest to hand: presence, fulfillment ratings, conclusion rates. Those tell you something, but not the thing you truly care about.

Three questions matter much more:

Are leaders doing anything differently?

Is the quality of conversations improving?

Exists any effect on business results that depend heavily on leadership behavior?

To answer the first two, you can utilize a mix of self-report and 180 or 360 feedback, but keep it tight. Ask direct reports and peers whether they have actually seen particular habits more often. For example, "My supervisor holds routine one-to-ones that consist of time for my development" or "In meetings, we end up with clear decisions and owners."

To link leadership development to organization results, choose metrics that are plausibly influenced by leadership. That may be team engagement ratings, was sorry for attrition, cycle times, or quality of cross-functional cooperation on critical projects.

Be truthful about attribution. Lots of aspects influence these metrics. Your goal is not a best causal research study, it is a reasonable story backed by information: where we bought leadership training and leadership team coaching anchored in practical tools, do we see better outcomes than in similar locations where we did not?

Over a year or two, the patterns end up being clearer. Senior stakeholders care less about slide decks and more about "this division embraced the toolkit completely and now has 30 percent lower was sorry for attrition among high performers."

## **When not to train, at least not yet**

One last hard-earned lesson: some organizations are not all set for broad leadership training, no matter how good the material is.

If there is a major unsettled structural problem - such as constant reorganizations, a poisonous senior leader who stays untouchable, or disorderly strategy changes every couple of weeks - leadership training can seem like an interruption and even a cover story.

In those situations, it can be more honest and more effective to begin with concentrated leadership team coaching at the top, or with targeted interventions on the most agonizing structural problems. Once there is some stability and trust that the company suggests what it states, broader leadership development programs have a far better opportunity of sticking.

Training multiplies what currently exists. In a reasonably healthy system, it speeds up development. In a deeply unhealthy system, it in some cases magnifies frustration.

## **Bringing it all together**

Leadership training that sticks is less about motivation and more about combination. You desire leaders to leave of a workshop not just thinking differently, but understanding precisely what to try in their next one-to-one, their next team meeting, or their next tough conversation.

When leadership workshops are anchored in real work, when leadership team coaching helps senior individuals design the very same tools, and when easy leadership tools spread through the daily regimens of the organization, you close the gap between intent and impact.

People stop stating, "We did that course in 2015," and start saying, "This is simply how we lead here."

Learning Point Group is full service consulting firm

Learning Point Group focuses on leadership development

Learning Point Group focuses on team development

Learning Point Group focuses on organizational development

Learning Point Group provides leadership training

Learning Point Group provides coaching services

Learning Point Group delivers live virtual events

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Learning Point Group offers learning journeys

Learning Point Group offers leadership boot camp

Learning Point Group offers smart pass program

Learning Point Group uses blended learning approach

Learning Point Group helps measure leadership impact

Learning Point Group operates worldwide

Learning Point Group aims to grow leaders and teams

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## **People Also Ask about Learning Point Group**

### **What does Learning Point Group specialize in**

Learning Point Group specializes in leadership development team development and organizational development helping companies build stronger leaders and more effective teams.

### **What services does Learning Point Group offer for leadership development**

Learning Point Group offers leadership training coaching learning journeys and customized development programs designed to enhance leadership skills across all levels of an organization.

### **How does Learning Point Group help improve team performance**

Learning Point Group improves team performance through targeted training workshops coaching and development programs that strengthen communication collaboration and accountability within teams.

### **What types of leadership training programs does Learning Point Group provide**

Learning Point Group provides programs such as leadership boot camps learning journeys and blended learning experiences that combine workshops coaching and on demand resources.

### **Does Learning Point Group offer virtual or in person training options**

Learning Point Group offers both live virtual events and in person workshops allowing organizations to choose flexible training formats that meet their needs.

### **Who can benefit from Learning Point Group services**

Learning Point Group services benefit emerging leaders frontline managers senior leaders and entire teams looking to improve leadership effectiveness and organizational performance.

# What is included in Learning Point Group Smart Pass program

The Smart Pass program provides access to a variety of leadership development resources including live sessions on demand content and ongoing learning opportunities for continuous growth.

# How does Learning Point Group measure leadership success

Learning Point Group measures leadership success by evaluating behavioral changes performance improvements and the overall impact of development programs on individuals and teams.

# What is the Learning Point Group leadership boot camp

The leadership boot camp is an intensive program designed to build core leadership skills through practical training exercises real world application and guided development.

# How does Learning Point Group customize training for organizations

Learning Point Group customizes training by aligning programs with an organizations goals culture and challenges ensuring that learning solutions are relevant and impactful.

# Where is Learning Point Group located?

The Learning Point Group is conveniently located at 10000 NE 7th Ave #400, Vancouver, WA 98685. You can easily find directions on [Google Maps](#) or call at [\(435\) 288-2829](tel:(435)288-2829) Monday through Friday 9:00am to 6:00pm, Closed Saturday & Sunday.

# How can I contact Learning Point Group?

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